EQUAL OPPORTUNITY
IN
SUPPORT OF DEPLOYMENTS

LTC Thomas B. McGeachy

FOREWORD

**This briefing is designed to assist Equ
Opportunity practitioners in their
preparation for deployment.**

**Learning points are highlighted utiliz
personal experiences and those of
deployed EOAs in Afghanistan.**

OVERVIEW

- Before, During and After Operations
- Helpful Agencies in Theater
- Observations
- Program Manager Expectations of E
- EOA Expectations of Program Mana
- Conclusion

BEFORE DEPLOYMENT

- Ensure that EOR positions are filled
- Consider the cultural/religious concerns of your theater (seek assistance from Chaplain, Intel & Civ Affairs communities) and educate your units
- Ensure that you have training course materials (Cdr/1SG Course, EORC, EO Classes, etc.)
- Identify ethnic observances that will occur during the tour & take appropriate materials with you
- Understand the command relationships in theater identify units that will be attached to your organiz (Are EO reps present in each organization?)

BEFORE DEPLOYMENT

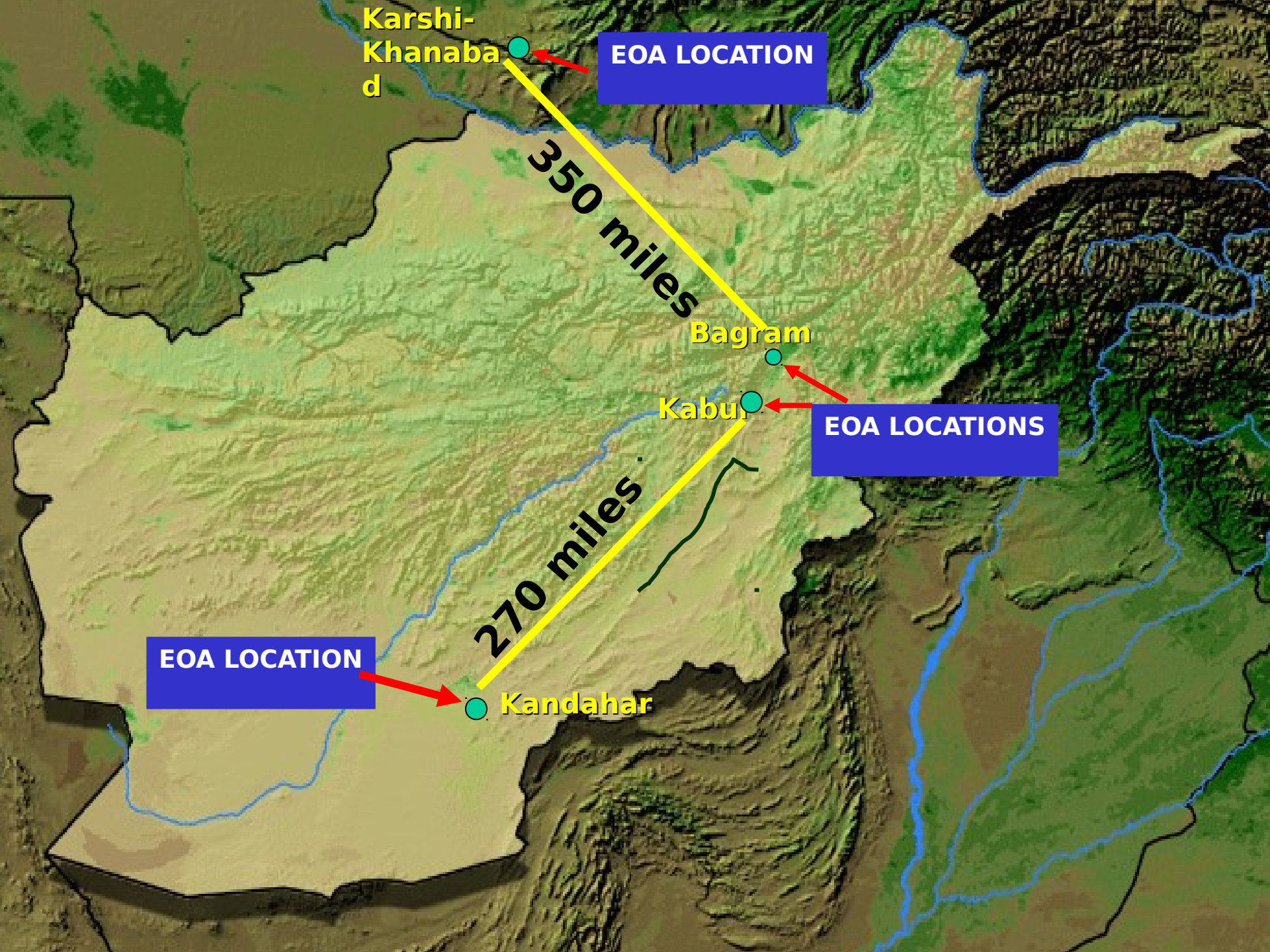
- **Discuss your "EO coverage" plan with your Commander and get his/her input**

- **Ensure that you have the capability to operate on both SIPR & NIPR systems**

- **Ensure that you have coverage for your rear detachment**

- **Develop a plan to support civilians in theater (there are a number of contractors and AAFES employees)**

- **Understand how the unit will be arrayed in theater and be aware how time/distance factors will impact your ability to**


Karshi-Khanabad
EOA LOCATION
350 miles
Bagram
Kabul
EOA LOCATIONS
270 miles
EOA LOCATION
Kandahar

DURING DEPLOYMENT

Maintain the Offensive

- Advertise what you bring to the fight
- Get out and meet Command teams of attached units
- Establish communications with EO reps at higher & subordinate organizations
- Insert an info slide into the Newcomers Briefing conducted by theater reception c
- Ensure your EO policy letter addresses a service components
- Publish articles/info through Public Affai

DURING DEPLOYMENT

Maintain EO Visibility

- Visit troops in the field/fleet (catch rides with Cdr, IG, Chaplain, PAO, etc.)
- Place info flyers where service members go (exchange, gym, dining facility, etc.)
- Periodically brief during staff meetings
- Conduct ethnic observances (morale booster)
- Publish a web site (post training

DURING DEPLOYMENT

Maintain Credibility

- Help out in other areas (PMOS, Rating, AFSC, NEC)
- Identify and communicate trends to the Commander
- Provide recommendations/solutions to address issues
- Capture lessons learned and share info with fellow EOAs

AFTER DEPLOYMENT

- **Share lessons learned - use info as the basis for conducting future training**

- **Review training course materials & update based on need**

- **Use experiences to justify additional resources (personnel, vehicles, automation equip, etc.)**

HELPFUL AGENCIES

- **AAFES – Posters for Observances (Hispanic Heritag Native American, etc.); Food & beverages in support functions; Gifts for guest speakers**

- **MWR – Movies (Latino, African-American, etc.); Facilities (fest tents, meeting rooms); Decorations**

- **PAO – Internal communication tools and media coverage (to include print & broadcast networks)**

- **Civilian contractors – ethnic meals in the dining fa**

- **Inspector General – can pool resources (personnel, facilities) to accomplish the mission**

OBSERVATIONS

- Must be familiar with EO procedures for the other Services

- Sexual harassment was the most prevalent issue (Active, Guard & Reserve components)

- Disparaging comments occurred based on duty-status (Active, Guard, Reserve)

- Command climate surveys were an excellent preventative tool (issues that exist at home base/post/ship will exist on deployment)

- Units that routinely conducted EO training were able to successfully resolve issues at the lowest leve

OBSERVATIONS

- **EO is the Commander's program – be prod**
in whatever capacity the Commander choos

- **Be imaginative/creative when faced with resolving a challenge**

- **EORs are invaluable tools**
  - **remote sites (you can't be everywhere)**
  - **ensure these positions are filled**
  - **utilize Guard/Reserve**

- **Your training has prepared you for the mis**

PROGRAM MANAGER EXPECTATIONS OF EOAs

- Be enthusiastic about your duties/responsi
- Be creative
- Establish a positive rapport with your com team and subordinate command teams
- Ensure that you are included in staff meeti
- Provide coaching/mentoring to EORs within your unit
- Keep the Program Manager informed

EOA EXPECTATIONS OF PROGRAM MANAGERS

- Be committed to the EO Program
- Establish and nurture a strong, healthy EO Office
- Understand the EOA's responsibilities and obligatio
- Organize and participate in team-building activitie
- Facilitate the working relationship between the Commander and EOA
- Develop strategies to get EOAs involved in day-to- operations
- Mentor and provide professional leadership

CONCLUSION

EO = READINESS

(in peace and war)